The Department of Veterans Affairs

Enterprise Capability Model (VAECM)

Version1.0_Baseline

30 October 2014

MAJOR REVISION HISTORY TABLE

Change Control

Date	Version	Requested Change(s)	Requested By	Approved By
9/11/2014	1.0 Baseline	- Re-baseline VA Enterprise Capability Model - Align with FEA BRM (2013) - Supersede VA Capability Model v3.0 (2012) - Address VAECM use and change management - Merge VAECM with OneVA EA Business Reference Model	- Deputy Assistant Secretary for Policy and Planning - VA Chief Architect	
10/30/2014	1.0 Baseline	Changes to reflect Stakeholder coordination and comments (VHA, VBA, NCA, OM)	- Deputy Assistant Secretary for Policy and Planning - VA Chief Architect - VHA, VBA, NCA - OM	

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Introduction

The Department of Veterans Affairs (VA) mission is executed by a large, dispersed and functionally diverse organization. The Department conducts its work over the entire United States and its territories and consists of over 300,000 full time personnel, approximately 150 hospitals and 820 community-based outpatient clinics, 300 Veteran Centers, 56 Regional Offices and over 130 cemeteries. This complexity of effort requires a management framework that provides leadership with a consistent way to understand how and what it is doing to successfully achieve its mission.

> VA Mission: "*To care for him who shall have borne the battle, and for his widow and his orphan*"
> President Abraham Lincoln

The VA Enterprise Architecture (referred to as the OneVA EA) establishes the management framework that provides a mechanism for looking across all VA service areas to support the Department's planning and decision-making processes. The architecture has many "views" addressing different areas of focus depending on the data needed. The perspective discussed in this document is the Business Architecture view within the OneVA EA. The Business Architecture reflects the organizing logic for the business operations required to execute VA's mission to inform VA's business transformation priorities.

The VA Enterprise Capability Model (VAECM) detailed in this document defines the highest level hierarchical elements that comprise the VA Business Architecture and provides the Department with a consistent and coherent way to describe and group the different categories of "work" the Department engages in to execute its mission. It is important to recognize that the VAECM provides a perspective of the work of the Department that transcends organizational boundaries, specific processes, technology, and scale of activity.

The VAECM

> **VAECM** is a hierarchical depiction of categories, capabilities and functions that is recognized across the VA as a comprehensive view at the enterprise level of the work that the VA accomplishes to achieve its mission.

The VAECM describes the top three echelons within the VA Business Architecture and represents a comprehensive view of VA actions from an enterprise perspective. It is comprised of three cascading levels of increasing detail. The first level of the VAECM is the "*Category*" level and provides a higher order grouping of affiliated capabilities. Level 2 within each Category is the *"Capability"* level and describes the distinct abilities that an organization requires to fully accomplish a category. Level 3 is a further distillation of a capability into its respective *"Functions"* that enable better mapping of efforts (programs, metrics, offices, etc.) that engage in activities associated with the function.

> A **category** is a higher order grouping of capabilities that describe a particular type of work conducted by the organization at the enterprise level.

Sections 1 through 3 detail the hierarchical structure of categories (Level 1), capabilities (Level 2) and functions (Level 3) that comprise the VAECM, along with definitions for each

> A **capability** is an organization's desired or existing ability to contribute to an objective or outcome outlined by the organization. Capabilities typically require a combination of people, process, policy and technology elements.

element of the VAECM.

> A **function** is a task, action, or activity that must be accomplished to achieve a desired outcome.

The VAECM is based on the Office of Management and Budget's (OMB) Federal Enterprise Architecture (FEA) Business Reference Model (BRM), tailored to reflect the unique capabilities and functions of the VA. This baseline version 1.0 of the VA Enterprise Capability Model updates and supersedes version 3.0 of the VA Capability Model (VACM). The VAECM incorporates new information contained in the FEA BRM dated January 29, 2013, and it emphasizes the "enterprise" focus of this model. It also incorporates minor changes (identified by key stakeholders) to the previous VACM. VAECM categories and capabilities are shown in Figure 1 below.

VAECM Categories and Capabilities

Category: Provide Services for Veterans and the Public

Capabilities:
- Ensure Income Security for Veterans and Beneficiaries
- Provide Health Care for Veterans, Beneficiaries, and Public
- Provide Education Benefits for Veterans
- Promote Workforce and Economic Development for Veterans
- Provide Memorial Services for Veterans and Beneficiaries
- Conduct Disaster Management Activities

Purpose of Department of Veterans Affairs

Category: Support Delivery of Services

Capabilities:
- Provide Controls and Oversight
- Conduct Internal Risk Management and Mitigation
- Conduct Congressional and Legislative Affairs
- Conduct Regulatory Development
- Conduct Planning, Programming and Budgeting
- Conduct Public Affairs
- Conduct Revenue Collection

Operations Support Functions

Category: Manage Government Resources

Capabilities:
- Conduct Administrative Management
- Conduct Financial Management
- Conduct Human Resource Management
- Conduct Information Technology Management
- Conduct Information Management
- Conduct Supply Chain Management

Resource Management Functions

Figure 1. VAECM Categories and Capabilities

The Relationship of the VAECM to the OneVA EA

The VAECM is incorporated into the Business Architecture portion of the OneVA EA. The Business Architecture describes clear relationships between the Department's strategic goals, objectives and strategies, and links those strategic elements to enabling capabilities, functions, information needs, and business or technology services and solutions.

VA enterprise-level capabilities and functions:
- Act as the "connective tissue" between mission strategies and the programs, projects, and investments intended to execute them.

- Establish a common vocabulary that can be used across the Department.

- Represent a stable element in the architecture, making them ideal for longer-term planning.

The OneVA EA incorporates the category➜capability➜function structure of the VAECM as the top three echelons of the OneVA EA BRM. The BRM describes the entire organization's functions from the enterprise level down to the field office or activity level and provides a comprehensive view of all the activities undertaken within VA. This integrated model can be used by the Department to begin to understand, from an enterprise-wide perspective, where it has amassed capability and capacity across the enterprise rather than simply within each Administration or Corporate or staff office.[1]

In the OneVA EA BRM, the VAECM functions (Levels 1 through 3) are further decomposed into lower level "Business Functions" (Levels 4 and below). Lower level Business Functions may be specific to a business area, and are not usually considered enterprise-level functions. Therefore, Business Functions are not considered within scope of the VAECM.

The OneVA EA environment provides access to the full extent of capability/function decomposition, including VAECM (co-owned and managed by Deputy Assistant Secretary for Policy and Planning, and the VA Chief Architect) as the top 3 levels of the hierarchy, and levels 4 and below that are defined and owned by VA Administrations, Corporate or staff offices. The Administrations/staff offices will be consulted prior to any VAECM modification if such changes impact Functions or Business Functions performed by the Administrations/staff offices. All final decisions related to VAECM changes will be made by the Deputy Assistant Secretary for Policy and Planning and the VA Chief Architect.

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[1] Capability model concepts derived (in part) from Department of Homeland Security Functional Capabilities and Activities Catalog, Version 1.0, January 2013

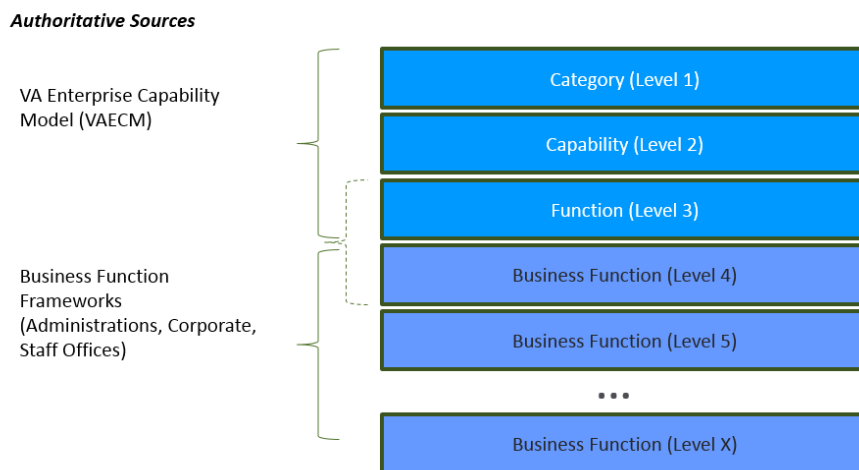Figure 2 provides an abstracted view of the scope of the OneVA EA BRM.

Authoritative Sources

VA Enterprise Capability
Model (VAECM)

Business Function
Frameworks
(Administrations, Corporate,
Staff Offices)

Category (Level 1)

Capability (Level 2)

Function (Level 3)

Business Function (Level 4)

Business Function (Level 5)

...

Business Function (Level X)

Figure 2. OneVA EA BRM

The OneVA EA can produce and present views that highlight and link capabilities and functions to related elements of the architecture. Various graphical and textual views of the OneVA EA BRM, including functional relationships at different levels, are available as OneVA EA BRM Models and Reports accessible at the OneVA EA site.

Uses of the VAECM

The VAECM can serve as a management tool to facilitate forecasting and delivering capability. It enables the Department to consistently make informed investment decisions to deliver affordable and Veteran-centric capabilities. Capabilities may be achieved in a number of different ways as described in Figure 3. The VAECM enables the capturing of the different resourcing options available to organizations in a way that easily shows how a capability is being achieved and to show where there may be resourcing gaps or overlaps.

LPORKFAT

L	*Leadership & Governance*	*What changes in priority/behavior of leadership are needed?* *What changes in communication or engagement strategies are needed?* *Are needed changes only internal to VA or will we need to coordinate/cooperate with external organizations? If yes, whom and how?* *What changes in how we recruit/train/prepare our leaders are needed?*
P	*Procedures/Policy/ Operations*	*Can existing procedures/policies/operations be changed or improved?* *What changes to, or addition of new, VA internal policies/procedures are needed?* *What changes to, or the addition of new, legislation, regulations, rules, etc. governing VA operations or Veterans service/benefits are needed?*
O	*Organization*	*Which VA organizations are impacted by this issue?* *What changes are needed to the way VA is organized?* *What changes in VA organizational roles, responsibilities or authorities are needed?*
R	*Relationships*	*What VA organizations are stakeholders, impacted by, or have a role in the theme/issues?* *What external partners (e.g., VSOs, labor unions) need to be engaged?* *Are there opportunities to partner with new organizations? In what way?*
K	*Knowledge (People/Skills/Trai ning/Education)*	*What changes in the current staff/skills/training are needed?* *What changes in how we recruit/retain/train/prepare our workforce are needed for the future?* *What new or different mandatory training/education/certifications are needed?* *Do we need a different mix of civilian vs contractor?*
F	*Facilities (Capital Investment)*	*What modifications to existing facilities are needed?* *What new facilities are needed? Are some facilities no longer needed?* *Do we need a different approach to facilities management?*
A	*Acquisition (Acquire/Buy/Proc ure)*	*What new supplies/equipment is needed? What supplies/equipment will no longer be needed?* *How do we need to change the way we procure the "stuff" necessary to provide services/benfits (hospital beds, pharmaceuticals, computers, servers, etc.)* *Do we need to procure a new item or class of items?*
T	*Technology*	*What changes are needed in how we use existing technology? What technologies have we not exploited?* *What new technologies should we invest in? What current technology is no longer needed?* *Should we develop new technologies, become early adopters of innovative technologies, or procure existing, proven technologies?*

Figure 3. VA Resourcing Options

Resourcing options and other solution alternatives provide valuable input to enterprise analyses of a capability-based architecture. Delivering a capability oftentimes requires more than a change in business processes or introducing technology; consideration must be made to whether changes in Leadership & Governance, Procedures/Policy/Operations, Organization, Relationships, Knowledge (People/Skills/Training/Education), Facilities (Capital Investment), Acquisition (Acquire/Buy/Procure), and Technology (LPORKFAT) will be required to implement the solution. Analyses results, captured and made available via the OneVA EA, will support improvements in many areas:

- Inform decision processes, such as strategic requirements development, planning, programming, budgeting and execution processes. These processes are in varying stages of maturity at the VA, and the VAECM and OneVA EA are positioned to support their decisional needs as they evolve.
  - VA Strategic planning identifies future mission needs, priorities and risks. These can be translated into prioritized capability needs to inform programming efforts.

- o Programming evaluates potential solutions for mission needs identified by the planners, and determines what programming changes are needed to ensure resources are aligned to mission needs and priorities. During this phase, the VAECM can be used to help identify potentially duplicative investments, gaps and integration requirements to ensure best use of resources.
  - o The budgeting phase decomposes the capabilities identified in the earlier phases to ensure they are resourced to support execution needs.
  - o The execution phase delivers capability improvements, and participates in evaluation of capability performance to determine if mission needs are met. This evaluation becomes a valuable input into future planning and programming cycles.

- Enable "line of sight" traceability by aligning strategies to enterprise capabilities and capabilities to programs to facilitate understanding of how the Department's budget is allocated.

- Identify opportunities for organizational effectiveness improvements structured around a comprehensive view of resources applied across Department-wide capability.

- Identify opportunities for efficiencies and standardization of solutions, by proposing use of enterprise shared services and enterprise initiatives to support realization of enterprise-level capabilities and execution of functions.

- Assist in prioritization and execution of capability improvements, by clarifying capability dependencies and relationships as integral to effective capability enhancement.

- Better align IT solutions with mission needs, by translating business goals into a clear set of required capability improvements that can be traced to resulting IT investments.

- Provide a basis to evaluate the current state of enterprise capability (including capability capacity), identify capability improvement needed to meet mission needs, define a target state, and define recommendations and transition plans, e.g., Enterprise Roadmap, to achieve the target state.

- Enhance Department performance-based assessment by associating target performance and actual performance measures with enterprise-level functions to clearly identify capability performance needed to achieve strategic objectives.

- Enable the identification of duplicative or overlapping programs and applications by mapping them to a common set of enterprise capabilities.

Governance and Configuration Control of the VAECM

The VAECM is to be used by the Administrations and Corporate and staff offices within the Department as the authoritative information reference for enterprise-level capabilities and functions. All VA investment decisions and budget requests will use the VAECM to align capability improvements with funding requests.

The VAECM is co-owned and managed by Deputy Assistant Secretary for Policy and Planning and the VA Chief Architect. Changes to VAECM Categories, Capabilities and Functions must be proposed to the co-owners for review, coordination and action.

Business function breakdown below Level 3 is owned by Administrations/staff offices. Style guidelines for business functions below Level 3 will be developed collaboratively by ASD EA, VA OPP and the Administration/staff offices. No business function below Level 3 will be allowed that duplicates a function detailed elsewhere in the model at Level 3.

Changes to the OneVA EA BRM will be socialized with the EA Working Group to identify and address dependencies and OneVA EA impact.

1 Provide Services for Veterans and the Public

Figure 4 illustrates the Capabilities hierarchy within the Provide Services for Veterans and the Public Category.
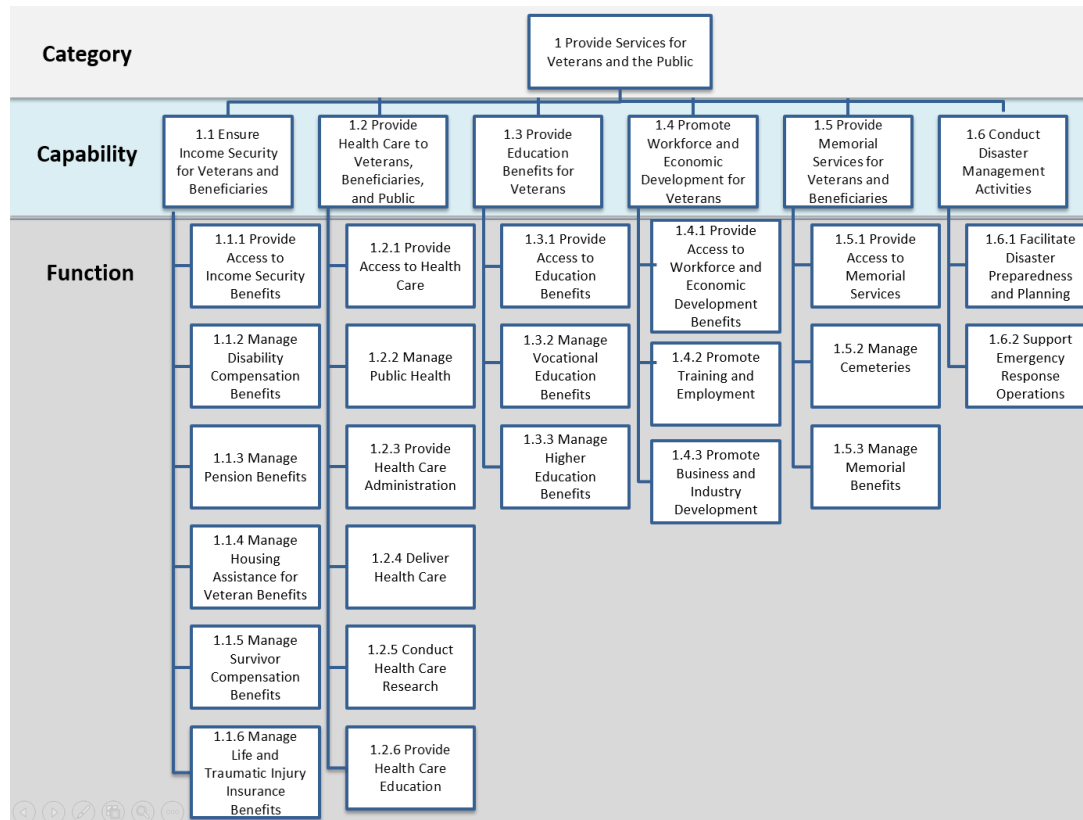

Figure 4. Capabilities Hierarchy for Provide Services for Veterans and the Public

1.1 Ensure Income Security for Veterans and Beneficiaries

Ensure Income Security for Veterans and Beneficiaries includes activities designed to ensure that Veterans and their eligible beneficiaries are provided with the necessary means – both financial and otherwise – to successfully reintegrate into civilian life as full productive members. This includes all benefit programs that promote these goals.

- **1.1.1 Provide Access to Income Security Benefits** focuses on the access to appropriate benefits. This includes streamlining efforts to receive benefits; ensuring benefits are appropriate in terms of type, intensity, location and availability; providing seamless access to knowledge about the benefits available, performing eligibility determination, and managing beneficiary information.

- **1.1.2 Manage Disability Compensation Benefits** involves the development and management of benefits and income security for those who are disabled. Provides monetary benefit paid to Veterans in recognition of the effects of disabilities, diseases, or injuries incurred or aggravated during military service. Includes Special

Monthly Compensation and Aid and Attendance, and the Filipino Veterans Equity Compensation Fund.

- **1.1.3 Manage Pension Benefits** involves the development and management of pension benefits and income security for eligible wartime Veterans who have attained age 65 or are permanently and totally disabled as a result of a disability not related to military service and to eligible surviving spouses and dependent children of deceased wartime Veterans in accordance with Title 38 USC 1501-1562 and 38 CFR 3.3.

- **1.1.4 Manage Housing Assistance for Veterans Benefits** includes programs aimed at providing temporary or permanent housing for Veterans and their families. Includes programs to prevent or eliminate homelessness (HUD-VASH, Homeless Providers Grant and Per Diem Program, Supportive Services for Low Income Veterans and Families (SSVF), Justice Outreach Homelessness Prevention Initiative / Justice outreach program as well as VA's Housing (Loan Guarantee) Program. The Loan Guarantee Program helps eligible Veterans, active duty personnel, surviving spouses, and members of the reserve and National Guard purchase, retain and adapt homes, it also includes the Native American Veterans Housing Loan Program.)

- **1.1.5 Manage Survivor Compensation Benefits** provides compensation to the survivors of Veterans receiving or eligible to receive benefits from VA. Includes providing of monetary payments to surviving spouses, dependent children and dependent parents in recognition of the economic loss caused by the Veterans death during military service or subsequent to discharge from military service as a result of a service connected disability. Includes Dependency and Indemnity Compensation (DIC), Survivor Compensation, and reimbursement of burial expenses, burial allowance and plot allowances.

- **1.1.6 Manage Life and Traumatic Injury Insurance Benefits** provides Veterans with life insurance benefits that may not be available from the commercial insurance industry due to lost or impaired insurability resulting from military service. In addition, provides universally available life insurance benefits to Service members and their families as well as traumatic injury protection insurance for Service members. Includes: USGLI, NSLI, VSLI, VRI, SGLI, VGLI, FSGLI, SDVI and TSGLI.

1.2 Provide Health Care to Veterans, Beneficiaries and Public

Provide Health Care for Veterans, Beneficiaries and Public uses federal programs and activities to provide for the health and well-being of the public. This includes the direct provision of health care services and immunizations as well as the monitoring and tracking of public health indicators for the detection of trends and identification of widespread illnesses/diseases. It also includes health care benefit programs.

- **1.2.1 Provide Access to Health Care** enables access to appropriate health care. This includes streamlining efforts to receive care; ensuring care is appropriate in terms of

type, care, intensity, location and availability; providing seamless access to health knowledge, enrolling providers; performing eligibility determination, and managing patient movement.

- **1.2.2 Manage Public Health** provides strategies to improve health by focusing on the well-being of the Veterans and VA health staff communities. This includes developing and implementing public health policy that promotes disease prevention, risk reduction and improved health for the community. Functions also include surveillance and epidemiology assessments. Public health functions are also used to decrease health disparities and improve health outcomes in sub- populations of Veterans, such as women Veterans.

- **1.2.3 Provide Health Care Administration** assures that federal health care resources are expended effectively to ensure quality, safety, and efficiency. This includes managing health care quality, cost, workload, and utilization.

- **1.2.4 Deliver Health Care** provides health care to VHA beneficiaries. This includes assessing health status; planning health services; ensuring quality of services and continuity of care; and managing clinical information and documentation.

- **1.2.5 Conduct Health Care Research** includes developing new strategies to handle diseases; identifying new means for delivery of services, methods, decision models and practices; managing clinical trials and research quality, ultimately making strides in quality improvement.

- **1.2.6 Provide Health Care Education** fosters advancement in health knowledge. This includes promoting healthcare knowledge advancement and providing for practitioner education. It also includes provision of clinical education sites for trainees across all health professions and in conjunction with educational institutions.

1.3 Provide Education Benefits for Veterans

Provide Education Benefits for Veterans refers to those activities that impart knowledge or understanding of a particular subject to the public. Education can take place at a formal school, college, university or other training program. This capability includes all VA programs that promote the education of the public, including both earned and unearned benefit programs.

- **1.3.1 Provide Access to Education Benefits** focuses on the access to appropriate benefits. This includes streamlining efforts to receive benefits; ensuring benefits are appropriate in terms of type, intensity, location and availability; providing seamless access to knowledge about the benefits available, performing eligibility determination, and managing beneficiary information.

- **1.3.2 Manage Vocational Education Benefits** refers to the education provided by a high school or college preparatory school; and vocational and technical education

and training.

- **1.3.3 Manage Higher Education Benefits** refers to education beyond the secondary level; specifically to education provided by a college or university. Veteran, Family and Survivor Education programs provide Veterans, Service members, Reservists and certain family members with educational resources. These programs are meant to assist in the readjustment to civilian life, to help the armed forces both recruit and retain members and to provide the opportunity to enhance the Nation's competitiveness through the development of a more highly educated and productive workforce. Includes Chapters 30, 33, 35, 1606 and 1607 and the Post-Vietnam Era Veterans Education Account.

1.4 Promote Workforce and Economic Development for Veterans

Promote Workforce and Economic Development for Veterans includes those activities that promote the welfare of the nation's Veteran workforce by advancing opportunities for profitable employment, and promoting the creation of Veteran business opportunities.

- **1.4.1 Provide Access to Workforce and Economic Development benefits** focuses on the access to appropriate benefits. This includes streamlining efforts to receive benefits; ensuring benefits are appropriate in terms of type, intensity, location and availability; providing seamless access to knowledge about the benefits available, performing eligibility determination, and managing beneficiary information.

- **1.4.2 Promote Training and Employment** involves programs of job or skill training, employment services and placement, and programs to promote the hiring of marginal, unemployed, or low-income workers. Includes Vocational Rehabilitation and Compensated Work Therapy.

- **1.4.3 Promote Business and Industry Development** supports activities related to the creation of economic and business opportunities and stimulus, and the promotion of financial and economic stability for Veterans involved in different types of business.

1.5 Provide Memorial Services for Veterans and Beneficiaries

Provide Memorial Services for Veterans and Beneficiaries involves honoring the memory of Veterans and Beneficiaries through the provision of benefits and service to provide final resting places in national shrines and lasting tributes that commemorate their service to our Nation.

- **1.5.1 Provide Access to Memorial Services** focuses on the access to appropriate services. This includes streamlining efforts to receive services; ensuring services are appropriate in terms of type, intensity, location and availability; providing seamless access to knowledge about the services available, performing eligibility determination, and managing beneficiary information.

- **1.5.2 Manage Cemeteries** involves all activities related to burial of eligible Veterans and family members in national cemeteries and aid to support the burial of Veterans

and family members in state or tribal government Veterans cemeteries.

- **1.5.3 Manage Memorial Benefits** includes furnishing lasting tributes that commemorates a Veteran's service such as headstones and markers for the graves of eligible persons in national, state or tribal government Veterans cemeteries and private cemeteries and furnishing flags and Presidential Memorial Certificates to families of deceased Veterans.

1.6 Conduct Disaster Management Activities

Conduct Disaster Management Activities involves the activities required to prepare for, mitigate, respond to, and repair the effects of all disasters, whether natural or manmade.

- **1.6.1 Facilitate Disaster Preparedness and Planning** involves the development of response programs to be used in case of a disaster as well as pre-disaster mitigation efforts to minimize the potential for loss of life and property. This involves partnering with other federal agencies in Federal Emergency Preparedness. Includes jointly administering the National Disaster Medical System (NDMS) with other federal partners (DoD, HHS, FEMA), to serve as a backup to civilian health care in the event of disasters producing mass casualties, and coordinate hospital capacity with other participating nonfederal hospitals.

- **1.6.2 Support Emergency Response Operations** involves the immediate actions taken to respond to a disaster. These actions include providing such laboratory, epidemiological, medical or other assistance as the Secretary considers appropriate to Federal, State, and local health care agencies and personnel involved in or responding to the disaster or emergency. Includes carrying out Federal Radiological Emergency Response Plan efforts to respond to nuclear hazards by deploying to a disaster site within 12 to 24 hours to provide technical advice, radiological monitoring, decontamination expertise, and medical care as a supplement to local expertise.

2 Support Delivery of Services

As shown in Figure 5, Support Delivery of Services provides the critical policy, programmatic and managerial foundation to support VA operations. Figure 5 illustrates the Capabilities hierarchy within the Support Delivery of Services Category.
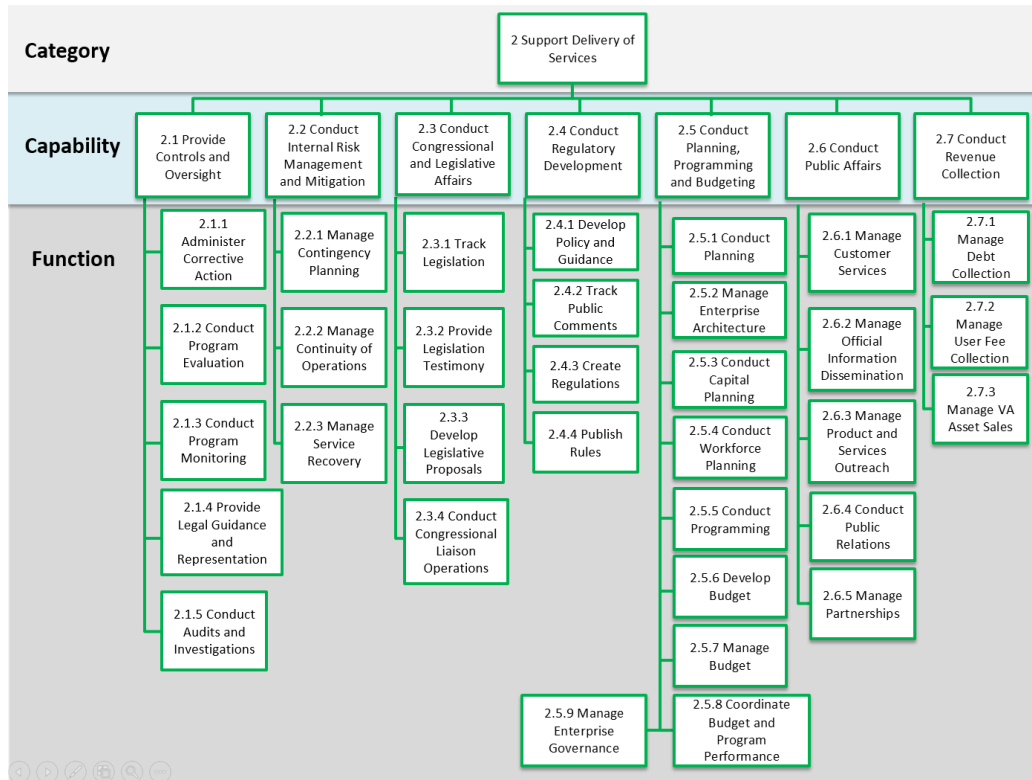

Figure 5. Capabilities Hierarchy for Support Delivery of Services

2.1 Provide Controls and Oversight

Provide Controls and Oversight ensures that the operations and programs of VA and its external business partners comply with applicable laws and regulations and prevent waste, fraud, and abuse.

- **2.1.1 Administer Corrective Action** involves the enforcement of activities to remedy internal or external programs that have been found noncompliant with a given law, regulation, or policy.

- **2.1.2 Conduct Program Evaluation** involves the analysis of internal and external program effectiveness and the determination of corrective actions as appropriate.

- **2.1.3 Conduct Program Monitoring** involves the data gathering activities required to determine the effectiveness of internal and external programs and the extent to which they comply with related laws, regulations, and policies.

- **2.1.4 Provide legal guidance and Representation** involves providing legal advice concerning, and defending the administration of, VA operations and programs. This includes determining whether current or proposed VA operations and programs are consistent with laws, regulations, court decisions, Administration policy, and VA policy. It also includes providing legal representation to defend challenges to VA's administration of those programs.

- **2.1.5 Conduct Audits and Investigations** encompasses independent reviews of VA activities. These reviews could be administrative, civil or criminal in nature.

2.2 Conduct Internal Risk Management and Mitigation

Conduct Internal Risk Management and Mitigation involves all activities relating to the processes of analyzing exposure to risk and determining appropriate countermeasures.

- **2.2.1 Manage Contingency Planning** involves the actions required to plan for, respond to, and mitigate damaging events.

- **2.2.2 Manage Continuity of Operations** involves the activities associated with the identification of critical systems and processes, and the planning and preparation required to ensure that these systems and processes will be available in the event of a catastrophic event.

- **2.2.3 Manage Service Recovery** involves the internal actions necessary to develop a plan for resuming operations after a catastrophic event occurs.

2.3 Conduct Congressional and Legislative Affairs

Conduct Congressional and Legislative Affairs involves activities aimed at the development, tracking, and amendment of public laws through the legislative branch of the federal government, advancement of pro-Veteran legislation and maintaining responsive and effective communications with Congress.

- **2.3.1 Track Legislation** involves monitoring legislation from introduction to enactment.

- **2.3.2 Provide Legislation Testimony** involves activities associated with providing testimony/evidence in support of, or opposition to, legislation.

- **2.3.3 Develop Legislative Proposals** involves drafting proposed legislation that creates or amend laws subject to Congressional action.

- **2.3.4 Conduct Congressional Liaison Operations** involves all activities associated with supporting the formal relationship between a federal agency and the U.S. Congress.

2.4 Conduct Regulatory Development

Conduct Regulatory Development involves activities associated with developing regulations, policies, and guidance to implement laws.

- **2.4.1 Develop Policy and Guidance** involves the creation and dissemination of guidelines to assist in the interpretation and implementation of regulations.

- **2.4.2 Track Public Comments** involves the activities of soliciting, maintaining, and responding to public comments regarding proposed regulations.

- **2.4.3 Create Regulations** involves the activities of researching and drafting proposed and final regulations.

- **2.4.4 Publish Rules** includes all activities associated with the publication of a proposed or final rule in the Federal Register and Code of Federal Regulations.

2.5 Conduct Planning, Programming and Budgeting

Conduct Planning, Programming and Budgeting involves the activities of determining strategic direction, identifying and establishing programs and processes, and allocating resources (capital and labor) among those programs and processes.

- **2.5.1 Conduct Planning** entails the determination of annual and long-term goals and the identification of the best approach for achieving those goals.

- **2.5.2 Manage Enterprise Architecture** involves the development of agency enterprise architecture, campaign plans, and transition strategies and includes activities associated with describing the current state and defining the target state and transition strategy for an organization's people, processes and technology.

- **2.5.3 Conduct Capital Planning** involves the processes for ensuring that appropriate investments are selected for capital expenditures.

- **2.5.4 Conduct Workforce Planning** involves the processes for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements.

- **2.5.5 Conduct Programming** involves the processes for allocating projected resources among competing requirements in order to provide the required capabilities identified in the planning phase. A Program is generally defined as an organized set of activities directed toward a common purpose or goal undertaken or proposed by an agency to carry out its responsibilities.

- **2.5.6 Develop Budget** involves all budget formulation activities undertaken to determine priorities for future spending and to develop an itemized forecast of future funding and expenditures during a targeted period of time. This includes the

collection and use of performance information to assess the effectiveness of programs and develop budget priorities.

- **2.5.7 Manage Budget** involves the legal (apportionment) and managerial (allotment and sub-allotment) distribution of budget authority to achieve results consistent with the formulated budget.

- **2.5.8 Coordinate Budget and Program Performance** involves activities that align Federal resources allocated through budget formulation, execution, and management actions with examinations of program objectives, performance, and demonstrated results such as Program Performance Assessments, Government Performance Results Act (GPRA) plans and reports, performance-based agency budget submissions, and Financial Management Cost Accounting and Performance Measurement data.

- **2.5.9 Manage Enterprise Governance** involves activities to develop and promulgate agency policies, practices, guidelines and procedures.

2.6   Conduct Public Affairs

Conduct Public Affairs involves the exchange of information and communication between the VA, citizens and stakeholders in direct support of citizen services, public policy, and/or national interest.

- **2.6.1 Manage Customer Services** supports activities associated with providing an agency's customers with information regarding the agency's service offerings and managing the interactions and relationships with those customers.

- **2.6.2 Manage Official Information Dissemination** includes all efforts to provide official government information to external stakeholders through the use of various types of media, such as video, paper, web, etc.

- **2.6.3 Manage Product and Services Outreach** relates to the marketing of government services products, and programs to the general public in an attempt to promote awareness and increase the number of customers/beneficiaries of those services and programs.

- **2.6.4 Conduct Public Relations** involves the efforts to promote an organization's image through the effective handling of citizen concerns.

- **2.6.5 Manage Partnerships** involves the management and coordination of Federal government relationships with other federal organizations, state, local, tribal and volunteer NOG's and individuals, as well as international governments and private sector organizations to achieve mission objectives.

2.7 Conduct Revenue Collection

Conduct Revenue Collection includes the collection of government income from all sources. Note: Tax collection is accounted for in Taxation Management Service in the General Government Line of Business.

- **2.7.1 Manage Debt Collection** supports activities associated with the billing and collection of money owed to VA by liable third parties such as insurers and Veterans.

- **2.7.2 Manage User Fee Collection** involves the billing and collection of fees assessed on individuals or organizations for the provision of VA services and for the use of VA goods or resources (i.e. co-payments, franchise fund fees, loan fees, etc.).

- **2.7.3 Manage VA Asset Sales** encompasses the activities associated with the acquisition, oversight, tracking, and sale of non-internal assets managed by the federal government with a commercial value and sold to the private sector.

3 Manage Government Resources

Manage Government Resources refers to the support activities that enable VA to operate efficiently. Figure 6 illustrates the Capabilities hierarchy within the Manage Government Resources Category.
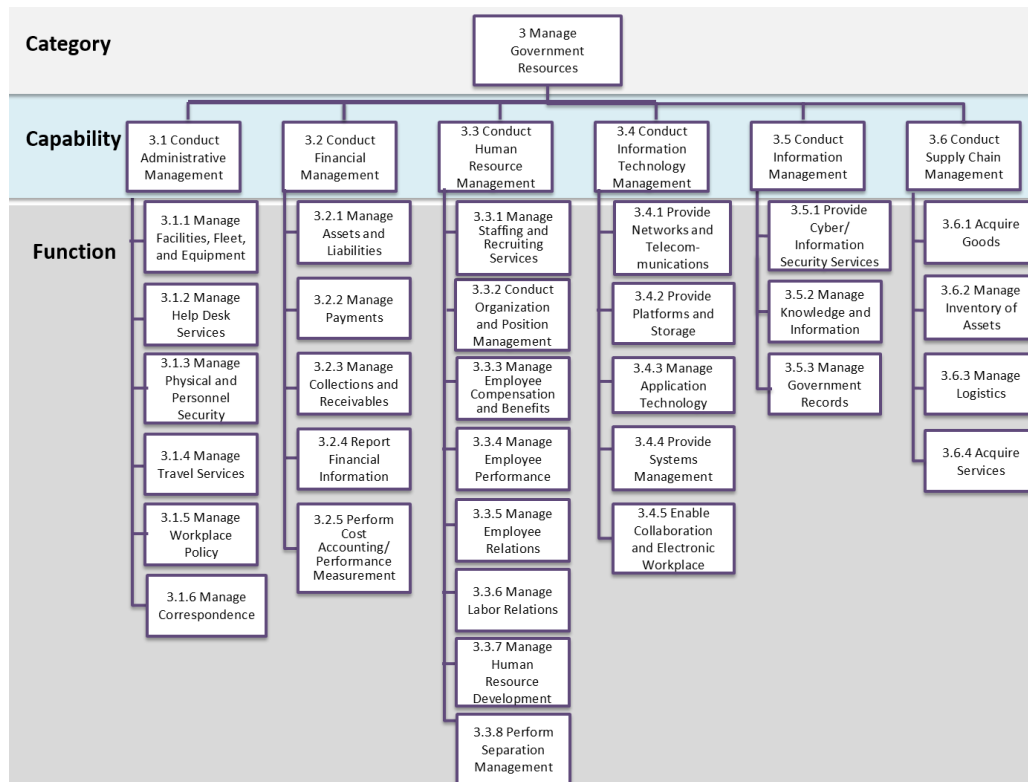

Figure 6. Capabilities Hierarchy for Manage Government Resources

3.1 Conduct Administrative Management

Conduct Administrative Management involves the day-to-day management and maintenance of the internal infrastructure.

- **3.1.1 Manage Facilities, Fleet, and Equipment** involves the maintenance, administration, certification, and operation of office buildings, fleets, machinery, and other capital assets that are possessions of the VA. This includes all of the activities associated with corporate construction, maintaining VHA, VBA and VACO facilities, and the land management activities for federal and state Veteran cemeteries.

- **3.1.2 Manage Help Desk Services** involves the management of a service center to respond to government and contract employees' technical and administrative questions.

- **3.1.3 Manage Physical and Personnel Security** involves the physical protection of an organization's personnel, assets, and facilities (including security clearance

management). Note: Activities related to securing data and information systems are addressed under the "Information Systems Security" Service.

- **3.1.4 Manage Travel Services** involves the activities associated with planning, preparing, and monitoring of business related travel for an organization's employees.

- **3.1.5 Manage Workplace Policy** includes all activities required to develop and disseminate workplace policies such as dress codes, time reporting requirements, telecommuting, etc.

- **3.1.6 Manage Correspondence** is the set of capabilities used to manage externally initiated and internally initiated communication between an organization and its stakeholders.

3.2 Conduct Financial Management

Conduct Financial Management is the use of financial information to measure, operate and predict the effectiveness and efficiency of an entity's activities in relation to its objectives. The ability to obtain and use such information is usually characterized by having in place policies, practices, standards, and a system of controls that reliably capture and report activity in a consistent manner.

- **3.2.1 Manage Assets and Liabilities** entails accounting for assets, liabilities, fund balances, revenues and expenses associated with the maintenance of federal funds and expenditure of federal appropriations (Salaries and Expenses, Operation and Maintenance, Procurement, Working Capital, Trust Funds, etc.), in accordance with applicable federal standards (FASAB, Treasury, OMB, GAO, etc.).

- **3.2.2 Manage Payments** includes disbursements of federal funds, via a variety of mechanisms, to federal and private individuals, federal agencies, state, local and international governments, and the private sector, to effect payment for goods and services, or distribute entitlements, benefits, grants, subsidies, loans, or claims including the prevention of improper payments.

- **3.2.3 Manage Collections and Receivables** includes deposits, fund transfers, and receipts for sales or service.

- **3.2.4 Report Financial Information** includes providing financial information, reporting and analysis of financial transactions, providing oversight, direction, and coordination regarding the annual consolidated financial statement audit, the Data Act, and other Federal data initiatives.

- **3.2.5 Perform Cost Accounting / Performance Measurement** is the process of accumulating, measuring, analyzing, interpreting, and reporting cost information useful to both internal and external groups concerned with the way in which an organization uses, accounts for, safeguards, and controls its resources to meet its

objectives. Cost accounting information is necessary in establishing strategic goals, measuring service efforts and accomplishments, and relating efforts to accomplishments. Also, cost accounting, financial accounting, and budgetary accounting all draw information from common data sources.

3.3 Conduct Human Resource Management

Conduct Human Resource Management involves all activities associated with the recruitment and management of personnel.

- **3.3.1 Manage Staffing and Recruiting Services** establishes procedures for recruiting and selecting high-quality, productive employees with the right skills and competencies, in accordance with merit system principles. This Function includes: developing a staffing strategy and plan; establishing an applicant evaluation approach; announcing the vacancy, sourcing and evaluating candidates against the competency requirements for the position; initiating pre-employment activities; and hiring employees.

- **3.3.2 Conduct Organization and Position Management** designs, develops, and implements organizational and position structures that create a high-performance, competency-driven framework that both advances the agency mission and serves agency human capital needs.

- **3.3.3 Manage Employee Compensation and Benefits** designs, develops, and implements benefit and compensation programs that attract, retain and fairly compensate agency employees. This Function includes: developing and implementing compensation programs; administering bonus and monetary awards programs; administering pay changes; managing time, attendance, leave and pay; and managing payroll, establishing and communicating benefits programs; processing benefits actions; and interacting as necessary with third party benefits providers.

- **3.3.4 Manage Employee Performance** designs, develops, and implements a comprehensive performance management approach to ensure agency employees are demonstrating competencies required of their work assignments. Design, develop and implement a comprehensive performance management strategy that enables managers to make distinctions in performance and links individual performance to agency goal and mission accomplishment. This Function also includes managing employee performance at the individual level and evaluating the overall effectiveness of the agency's employee development approach.

- **3.3.5 Manage Employee Relations** designs, develops, and implements programs that strive to maintain an effective employer-employee relationship that balance the agency's needs against its employees' rights. This Function includes: addressing employee misconduct; addressing employee performance problems; managing administrative grievances; providing employee accommodation; administering employees assistance programs; participating in administrative third party proceedings; and determining candidate and applicant suitability.

- **3.3.6 Manage Labor Relations** manages the relationship between the agency and its unions and bargaining units. This includes negotiating and administering labor contracts and collective bargaining agreements; managing negotiated grievances; and participating in negotiated third party proceedings.

- **3.3.7 Manage Human Resources Development** designs, develops, and implements a comprehensive employee development approach to ensure that agency employees have the right competencies and skills for current and future work assignments. This Function includes conducting employee development needs assessments; designing employee development programs; administering and delivering employee development programs; and evaluating the overall effectiveness of the agency's employee development approach.

- **3.3.8 Perform Separation Management** consists of efficient and effective employee separation programs that assist employees in transitioning to non-Federal employment; facilitates the removal of unproductive, non-performing employees; and assists employees in transitioning to retirement.

3.4 Conduct Information Technology Management

Conduct Information Technology Management involves the coordination of information technology resources and systems required to support or provide a service.

- **3.4.1 Provide Networks and Telecommunications** includes identification and implementation of technology standards, software, and hardware for computer networking and telecommunications throughout VA.

- **3.4.2 Provide Platforms and Storage** includes evaluation and determination of standards, hardware, and software platforms that will support computing applications and data storage in the VA technical environment.

- **3.4.3 Manage Application Technology** provides the standards and processes to define specifications, design, construction, implementation and lifecycle management of software applications, or provide application layer communication, presentation, and business logic services.

- **3.4.4 Provide Systems Management** defines and supports management and administration of VA's IT enterprise and its associated facilities, assets, programs, and projects.

- **3.4.5 Enable Collaboration and Electronic Workplace** evaluates and enables multi-vendor end user devices support for collaboration between Veterans, VA employees and contractors.

3.5   Conduct Information Management

Conduct Information Management involves the management, oversight and control of enterprise information.

- **3.5.1 Provide Cyber/Information Security Services** involves all functions pertaining to the protection of federal information and information systems from unauthorized access, use, disclosure, disruptions, modification, or destruction, as well as the creation and implementation of security policies, procedures and controls.

- **3.5.2 Manage Knowledge and Information** involves the coordination of information collection, storage, and dissemination, and destruction as well as managing the policies, guidelines, and standards regarding information management.

- **3.5.3 Manage Government Records** involves the management and stewardship of a type of information by the federal government in order to facilitate communication and information archival.

3.6   Conduct Supply Chain Management

Conduct Supply Chain Management involves the purchasing, tracking, and overall management of goods and services. Includes establishing and maintaining Department-wide procurement goals for the utilization of Service-Disabled Veteran owned small businesses, Veteran-owned small businesses, small business concerns, small disadvantaged businesses, women-owned small businesses and historically underutilized businesses in VA contracts and subcontracts.

- **3.6.1 Acquire Goods** involves the procurement of physical goods, products, and capital assets to be used by the VA.

- **3.6.2 Manage Inventory of Assets** refers to the tracking of information related to procured assets and resources with regard to quantity, quality, and location.

- **3.6.3 Manage Logistics** involves the planning and tracking of personnel and their resources in relation to their availability and location.

- **3.6.4 Acquire Services** involves the oversight and/or management of contractors and service providers from the private sector.

Appendix A   Glossary of Verbs

A Glossary of Verbs exists to serve as a clear reference for the names and expressions used in this document.

Administer: Responsible for the implementation, use, or running of something.

Acquire: Buying or otherwise obtaining a good, service or asset.

Conduct: Directs the course of action.

Coordinate: Brings the different elements of a complex activity or organization into a relationship that will ensure efficiency or effectiveness.

Create: Cause something to come into being.

Develop: Creation of a product or service.

Manage: Handles, directs, governs or controls resources for some purpose.

Monitor: Observation and oversight of an activity and can include tracking and reporting.

Perform: Narrow execution of a specific task.

Provide: Supply or make something available for use.

Track: Follow the course or pathway of something.